

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Boardman, Inc.

Oklahoma Manufacturing Alliance

Boardman, Inc. Improves Efficiency with Lean

Client Profile:

Boardman, Inc., founded in 1910, produces water well casings, stock watering tanks, gasoline truck tanks, and steel silos for farm use. Currently, Boardman makes custom steel and alloy plate ASME (American Society of Mechanical Engineers) pressure vessels for the oil, gas and chemical industries. The company employs 123 people at its facility in Oklahoma City, Oklahoma.

Situation:

Boardman's crowded facility complicated the manufacturing of its custom vessels. The company also experienced excessive overtime cost, material flow/handling/overruns, and on-time completion of vessels. To help deal with these issues, Boardman turned to the Oklahoma Manufacturing Alliance (The Alliance), a NIST MEP network affiliate.

Solution:

The Alliance assisted Boardman in developing a comprehensive plan to help the company become more efficient and profitable. The holistic approach involved a variety of tasks that touched all areas of the organization. More than 30 projects have been completed, including safety/environmental audits, computer system modification, safety training and an important leveraged buyout. The Alliance conducted eleven 5S (Sort, Set in Order, Shine, Standardize, Sustain) workshops, followed by a Value Stream Map (VSM) of the typical vessel fabrication, and then a new plant layout. As a result of The Alliance's assistance, overtime was significantly reduced and material handling has been improved. With the implementation of the new plant layout, process flow was dramatically improved, thereby reducing the time to complete a vessel.

Results:

- * Increased sales by \$5.15 million.
- * Retained sales of \$7 million.
- * Realized \$1.5 million in cost savings.
- * Invested \$700,000 in capital improvements.
- * Retained 25 jobs.
- * Created 11 jobs.

Testimonial:

"Lean Manufacturing and VSM training is what gets people engaged. Thanks to the Oklahoma Manufacturing Alliance, we were able to do that."

James W. Hagemann, CFO

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